



Police Commissioner St. Louis, Missouri

An IACP Executive Search Opportunity

APPLICATION DEADLINE:

October 26, 2017



The City of St. Louis, Missouri, seeks applications for the position of Police Commissioner. The candidate will be an innovative, knowledgeable, approachable, and committed leader who can manage the St. Louis Metropolitan Police Division's continued efforts as a community-oriented policing agency that is committed to all its residents.

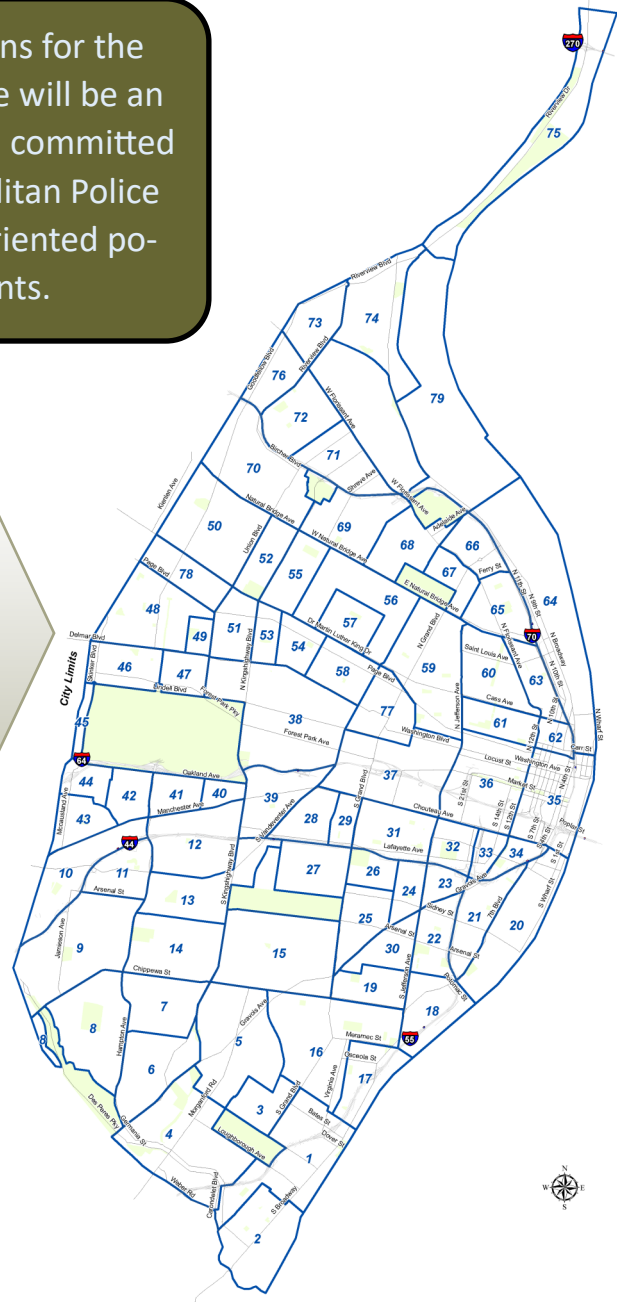
POPULATION

The City has a total area of 66 square miles and an estimated population of 319,294. The population's breakdown is as follows:

- 49.2% Black or African American
- 43.9% White
- 3.5% Hispanic
- 2.9% Asian
- 3.9% Other

THE CITY OF ST. LOUIS

Known as the "Gateway to the West," St. Louis lies on the western bank of the Mississippi River, on the border with Illinois, near the confluence of the Missouri and Mississippi Rivers. The City is the cultural and economic center of the Greater St. Louis area, making it the largest metropolitan area in Missouri and the 20th largest in the United States.





St. Louis is a vibrant and resurgent city with a diverse and multicultural population. The City's 79 distinct neighborhoods are frequently designed around the more than 100 public parks. Over the past several decades, many refugees and immigrants have made St. Louis home including one of the largest Bosnian American populations in the U.S. as well as Syrians, Bhutanese, Iraqis, Afghans, Somalis, and Congolese. The City features the South Grand neighborhood, known for a thriving International District and Cherokee Street, home to a growing Hispanic District. The City is home to major corporations, including Anheuser-Busch, Energizer, Peabody Energy, and Purina. St. Louis is also home to world-class cultural institutions, entertainment venues, and tourist attractions, such as the St. Louis Symphony, the St. Louis Art Museum, the Missouri Botanical Garden, the Fabulous Fox Theater, Forest Park, the St. Louis Zoo, and (of course) the Gateway Arch, to name only a few. The City is well known for being a devout sports town, and the community takes great pride in their hometown teams, the St. Louis Cardinals and the St. Louis Blues. The many educational institutions in and around St. Louis have created a mecca for entrepreneurship and numerous start-ups.





CITY GOVERNMENT

The governmental structure of the City of St. Louis is unusual in the United States. Since 1876, it has been an independent city, meaning it operates as both a city and a county. The Board of Aldermen is the legislative body of the City of St. Louis and creates, passes, and amends local laws, as well as approves the City's budget every year. There are twenty-eight Aldermen, one from each ward in the City that are elected separately to a 4-year term, every two years.

The President of the Board of Aldermen casts the 29th vote on the Board of Aldermen and is elected citywide to a four-year term. The Mayor is the City's chief executive officer and has the power to appoint major department heads and members of city boards and commissions. The Mayor does not have a vote in the Board of Aldermen but does have power to veto ordinances. The Mayor is elected citywide to a four-year term.

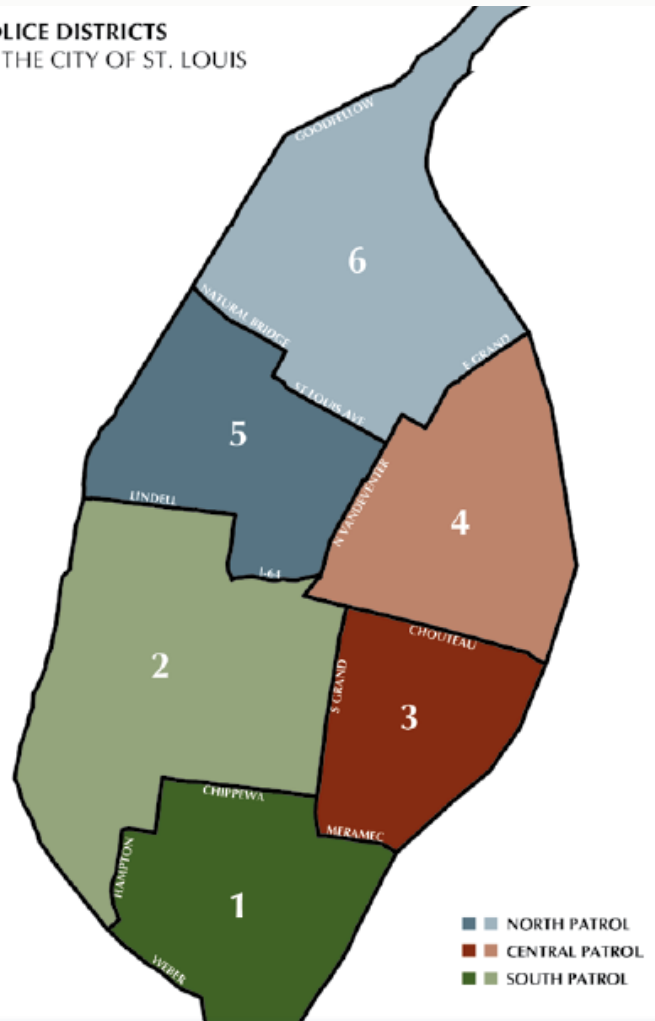
The Comptroller supervises the fiscal affairs of the City and is responsible for all accounting, payroll, and auditing functions. The Comptroller is elected citywide to a four-year term. The Board of Estimate and Apportionment, also known as E&A, is the city's main fiscal body. E&A controls the city budget (\$1,053.5M, FY2018) and sets the budget ceiling. E&A consists of three citywide elected officials: the Mayor, the President of the Board of Aldermen, and the Comptroller. The City's Budget Division reports to E&A.



ST. LOUIS METROPOLITAN POLICE DIVISION

The [Police Division](#) has seen many changes since its inception over 200 years ago. What started as a four-man unit in 1808 has grown to a force of more than 1,700 employees, both uniformed and civilian. The Police Division has 1,361 authorized commissioned positions and 400 civilian employees. Prior to 2013, the Police Division was overseen by a state appointed Board of Police Commissioners. On September 1, 2013, the Police Division transitioned to being under the control of the City of St. Louis. The operating budget for FY18 is \$193.7 million. The Police Division is proud to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2007.

POLICE DISTRICTS IN THE CITY OF ST. LOUIS

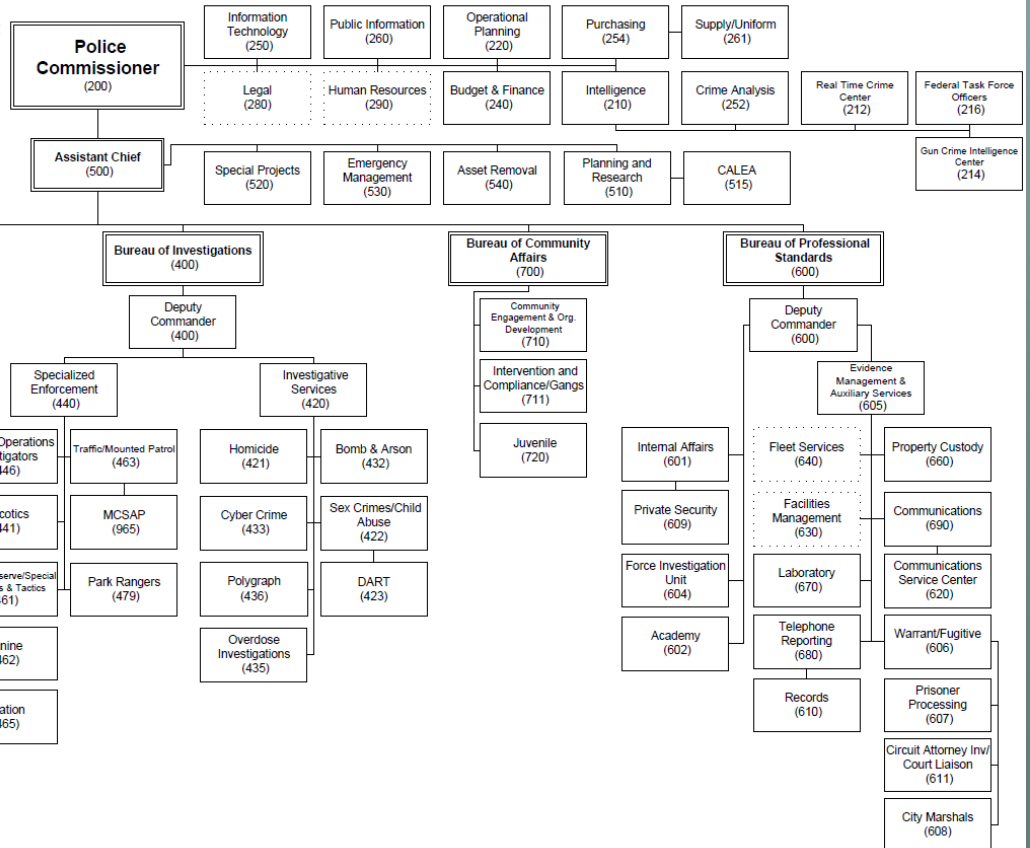


"Service, Integrity, Leadership, and Fair Treatment to All."

St. Louis Metropolitan Police Department Organizational Chart



09/27/2017 - Organizational Structure
(MPD Form GEN - 107A)
Dotted outlines represent functions provided by other City departments



The Police Commissioner heads up the Police Division which, in turn, is part of the City Department of Public Safety. As such, the Police Commissioner reports to the Director of Public Safety who, in turn, is appointed by the mayor. As previously noted, the Police Commissioner is a civil service position and, after completion of a working test period, has all the attendant rights and protections of a civil service position.

The Police Division is currently organized into four primary bureaus: Neighborhood Policing, Investigations, Community Affairs, and Professional Standards. The City has six police districts, and three labor organizations, the St. Louis Police Officers Association or SLPOA (representing Police Officers, Police Probationary Officers, and Police Officer Trainees; and, as a separate bargaining unit, Police Sergeants), the St. Louis Police Leadership Organization or SLPLO (representing Police Lieutenants), and the Civilian Personnel Division or CPD (representing police civilian employees). Another, non-bargaining group, the Ethical Society of Police (ESOP) represents St. Louis' minority Police Officers, with a mission of bridging the gap in communications between the community and the St. Louis Metropolitan Police Division.

MISSION

"The mission of the Metropolitan Police Department, City of St. Louis is to protect, serve and assist citizens when conditions arise that may affect the well-being of the individual or the community. Cooperating with others in the community, officers will work to prevent and detect crime, protect life and property, and achieve a peaceful society, free from the fear of crime and disorder. Members of the Department will strive continually for excellence and maintain the peace through service, integrity, leadership and fair treatment to all."



POLICE DIVISION HIGHLIGHTS

New Headquarters - In 2014, the Police Division moved to a newly-renovated, state-of-the-art police headquarters building in downtown St. Louis, after being in the former Headquarters location since 1927.

Real Time Crime Center - In May of 2015, the Police Division's Real Time Crime Center (RTCC) was unveiled at police headquarters. The RTCC is manned with commissioned Police Officers 24-hours a day and 365 days a year. The RTCC took over the functions of the SLMPD Command Post, quickly becoming the technology and information center for the Police Division. There are currently eight commissioned officers and one commissioned sergeant assigned to the RTCC on a full-time basis.



The detectives assigned to the RTCC gather and disseminate information throughout St. Louis. The RTCC is focused on monitoring, deterring and evaluating criminal activity in real-time through surveillance cameras, fixed and mobile license plate recognition (LPR) systems, crime analysis, and other law enforcement software and databases. The RTCC provides investigative support to the first responders on scenes, as well as to the detectives handling the follow-up investigations. The RTCC is focused on improving Police Division's situational awareness with the #1 goal to increase the safety of all officers.

This state-of-the-art center provides the Police Division with technologically advanced tools to help address crime and to make our community safer for our citizens and visitors. Since its inception, the RTCC has proven itself as a valuable and necessary resource by continually providing information to Officers on the street in a way that is both clear and actionable.

The Real Time Crime Center was the recipient of the International Association of Law Enforcement Planners (IALEP) 2015 Phil E. Keith Project of the Year Award.



Operation Polar Cops - On June 16, 2016, the St. Louis Police Foundation assisted the Community Engagement and Organizational Development Division (CEODD) in purchasing an ice cream truck. Through this project, entitled Operation Polar Cops, officers have distributed over 21,000 units of ice cream and, in turn, created countless positive interactions with kids and adults alike.



The Gentleman’s Club Outreach Educational Program—Launched in 2016, in conjunction with the Hogan Street Regional Youth Center, is designed to help Police Officers connect with young men in our community and leave them with a positive impression.

Citizen’s Academy—In 2016, there were 27 graduates of the Citizens Academy, including several members of the St. Louis Civilian Oversight Board. Participants of the Citizens Academy come from all parts of the city. The diverse class allows participants an alternative point of view during class discussions and helps them understand that we must work together to combat crime in our city.

G.R.E.A.T Program—In 2016, the Juvenile Division reinstated the Gang Resistance Education and Training (G.R.E.A.T.) Program in St. Louis City schools in conjunction with a new partnership with ATF. The Program is an evidence-based, national and international gang and violence prevention program.

Mobile App - In 2016, the Police Division introduced one of its most interactive engagement tools yet, the SLMPD Mobile app, a crime-fighting application that allows citizens to submit tips, report crime and request city services from the City of St. Louis Citizens’ Service Bureau.



Crimes Against Persons	2015	2016	% Change
Homicides	188	188	0%
Rapes	263	288	10%
Robberies	1,790	1,904	6%
Aggravated Assaults	3,522	3,638	3%
Total	5,763	6,018	4%
Property Crimes	2015	2016	% Change
Burglaries	4203	3201	-24%
Larcenies	12,680	12,394	-2%
Vehicle Thefts	3,146	3,058	-3%
Arsons	221	270	22%
Total	20,250	18,923	-7%

POLICE COMMISSIONER

The City of St. Louis is at the crossroads of challenge and opportunity in public safety. The challenges are well documented— violent crime, a division newly under local control, and deep distrust between parts of the community and the police division. While many parts of the City have seen extensive redevelopment, others suffer from continued disinvestment and poverty. The City has also suffered from years of racial segregation and decades of deep racial mistrust. Efforts, however, are now underway to bridge this gap and work toward a more equitable and just city. For the successful candidate, leadership of the St. Louis Metropolitan Police Division provides an opportunity to create ground-breaking national strategies for community policing, building trust in law enforcement, and impacting persistently high violent crime.



As the Appointing Authority, the new Police Commissioner will lead the Police Division into this exciting and rapidly-changing future. The selected individual will perform highly responsible and complex executive management duties for planning, directing, managing, and overseeing the activities and operations of the St. Louis Metropolitan Police Division, including field operations, investigations, support services, and general administration. The Police Commissioner also coordinates activities with other City departments and outside agencies.

NEEDS AND EXPECTATIONS

A focus on accountability – internally and externally

- Ensure that Police Division staff are held accountable up and down the chain of command.
- Ensure that the division is accountable to the elected officials and the citizens they represent.
- Introduce and implement the 21st Century Policing standards through-out all facets of the division.

Build multidisciplinary partnerships – strengthen existing partnerships and build new ones with any agency that is willing to help. Specifically:

- Law enforcement – over 55 police departments in the St. Louis metropolitan area
- City government departments
- Elected officials
- Nonprofits (including behavioral and physical health providers)
- University and academic partners
- Communities

Fairness and ethics – should be pursued both within the Police Division and externally with the community

- Assess racial equity in hiring and promotion; examine disparities in disciplining officers, special assignment, and execute consistent policies, regardless of ethnicity, gender and sexual orientation.
- Ensure that proper Internal Affairs processes in place.
- Support the Civilian Oversight Board relationship.
- Overall commitment to racial equity both within and outside the Police Division

Communication and Transparency

- Educate public on policing process, in order to set appropriate expectations.
- Ensure that a two-way dialogue exists with community members.
- Abide by state freedom of information laws and procedures
- Be open to frank conversations about de-escalation and protest response with the public.
- Possess excellent public communication and writing skills to include solid public speaking abilities in large groups and media situations.
- Ability to communicate with residents, elected leaders, and diverse groups about difficult issues under challenging circumstances

Crime Reduction

- Utilizing community policing principles in the reduction of crime and fully commit to and implement community policing philosophies that will ensure safer neighborhoods.
- Be effective in reducing violent crime using data-driven methods.

Grow and strengthen the Police Division

- Inspire and mentor the next generation of Police Division leaders. Hold them to a high standard.
- Develop and implement a recruitment and retention plan to bring staffing numbers to the authorized level, while increasing diversity and foreign language ability.
- Ensure that officers have access to and use mental health services for themselves.



DOCUMENTS OF INTEREST

A serious candidate should be familiar with the topics explored in the following reports from around the St. Louis metro area:

- [Better Together](#): Study examining how policing services are currently being delivered in St. Louis County/City, assessing the state of police-community relations, and comparing the status quo with best practices in the policing profession. The report includes recommendations for moving forward, identifying policing models and operational options to improve policing in the region.
- [Forward through Ferguson a path toward racial equity](#): The Governor of Missouri asked a group of regional leaders — The Ferguson Commission — to study the Ferguson situation and provide a path toward change.
- [For the Sake of All](#): Research on how an unequal distribution of health in the St. Louis region is related to what are called social determinants of health — factors like education, income, the quality and composition of neighborhoods, and access to community resources like healthy foods and safe public spaces.

KNOWLEDGE, SKILLS, AND ABILITIES

- Ability to perform upper-level data analysis, including the ability to hypothesize, theorize and assimilate, to modify or adapt existing policies/methods to meet unusual conditions within the context of existing theories and management principles.
- Ability to direct a major organizational unit requiring significant internal and external interaction.
- Ability to operate, calibrate, tune and synchronize, and perform complex rapid adjustment on equipment, machinery and tools such as firearms, batons, hand-held radios, motor vehicles, personal computers and/or related police equipment used in performing essential functions.
- Ability to utilize a variety of advisory data and information such as crimes and happenings reports, manpower status updates, city personnel and police manuals, Missouri criminal code and routine correspondence.
- Ability to apply principles of logical or synthesis functions involving planning and directing of interrelated activities or multiple departments. Ability to deal with several concrete and abstract variables in working out approaches to major problems.
- Ability to exercise the judgment, decisiveness and creativity required in critical and/or unexpected situations involving moderate risk to the organization.

REQUIREMENTS

Minimum: A Bachelor's degree from an accredited college or university with major course work in Criminal Justice, Political Science, Public or Business Administration, or a closely related field; plus ten years of senior command experience at the rank of Police Captain or higher **OR** an equivalent combination of education, training, and experience.

Preferred: A Master's Degree with major course work in Criminal Justice, Political Science, Public or Business Administration or a closely related field.

Residency: The Charter of the City of St. Louis requires persons employed on a full-time basis by the City to reside in the City. Persons may apply for employment with the City regardless of their residency. Persons who do not reside in the City of St. Louis at the time of application must take up residence in the City within 120 days of completion of their initial working test (probationary) period.

Certification: Must be certified or eligible for certification as a Police Officer by the State of Missouri.

License: Must possess and maintain a valid Missouri driver's license while employed by the City.

SALARY & BENEFITS

- Salary will be commensurate with qualifications
- Two medical plan options, with one that is free for the employee
- Two dental plan options, with one that is free for the employee
- Employer paid life insurance (1x Annual Salary +\$3,000)
- Long Term Disability coverage
- Optional Life Insurance available up to \$500,000 or 5x annual salary
- Two Dependent Life Insurance Options for purchase
- Accidental Death and Dismemberment Insurance is available for purchase
- Commissioned Employee Pension Plan (Police Retirement System)
- Additional supplemental medical insurance programs are available for purchase
- Deferred Compensation Program is available
- Education Incentive Program available for Police Division commissioned employees

The City of St. Louis is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the City of St. Louis will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the City.

To be eligible for veteran's preference points, the applicant must submit a copy of his/her DD 214 Certificate of Release or discharge from Active Duty with the Employment Application or at the time of the oral Interview



APPLICATION PROCESS

The International Association of Chiefs of Police is assisting in the search process. To apply, submit your information, résumé, and letter of interest [HERE](#). If you have any questions please reach out to IACP at search@theiacp.org

Application Deadline: October 26, 2017

